



Business & Social Science
IJRBS

Research in Business & Social Science

IJRBS VOL 8 NO 6 ISSN: 2147-4478

Available online at www.ssbfnct.com
Journal homepage: <https://www.ssbfnct.com/ojs/index.php/ijrbs>

Stakeholders participation influence on tourism performance in West Pokot County



Tulel Cherop Patricia^a, Beatrice Ombaka^b, Kariuki Ann^c

^{a,c} Karatina University, Department of Business and Economics, Karatina, Kenya

^b Karatina University, Human Resource Development, Karatina, Kenya

ARTICLE INFO

Article history:

Received 19 September 2019

Received in revis. form 05 Oct. 2019

Accepted 12 October 2019

Keywords:

Stakeholders

Participation

Performance

Tourism

JEL Classification:

L19

ABSTRACT

The support of tourism stakeholders is essential for the development, successful operation, and long-term sustainability of tourism. The aim of this paper was to establish how stakeholder involvement influence tourism sector performance the purpose of getting a deeper understanding of what different stakeholders perceive on their involvement and the benefits that they have gotten or brought to the sector. The theory guiding this paper was an integrated model of destination competitiveness. A descriptive research design was used for the study. The target population consisted of employees of hotels, officials of tour firms and officers in the ministry of tourism in the County Government of West Pokot. Systematic stratified sampling was used and a total of 41 respondents selected. Structured questionnaires were used to collect data from the respondents. Data were analyzed using descriptive and inferential statistics. From the R^2 was 0.444 meaning that Stakeholder participation predicted 44.4% of tourism performance in West Pokot County and therefore the County government should always consider the stakeholders in matters to do with tourism so as to improve its performance.

© 2019 Bussecon International Academy. Hosting by SSBFNET. All rights reserved.

Peer review under responsibility of Bussecon International Academy & SSBFNET.

Introduction

American scholar Asnoff took the lead in introducing the concept of stakeholders into the field of management (Fu, and Zhao, 2006). Mitchell and Wood organized 27 definitions of stakeholders and considered the statements of Freeman and Clarkson to be the most representative. Freeman thought that the stakeholders were people who could influence the realization of a goal of an organization, or could be influenced by the process that an organization achieved its objectives (Miethell and Wood, 1997). This paper focused on tourism stakeholders' participation. Collaboration between stakeholders is believed to involve the broader community and foster partnerships and networks. Such activities facilitate sharing of resources and their effective and efficient utilization to create value-added, high-quality experiences and products that are capable of generating greater yield (New Zealand Tourism Research Institute -NZTRI-, 2011).

A record one billion tourists crossed international borders in 2013, an event that was celebrated by the United Nations World Tourism Organization (UNWTO). The World Travel & Tourism Council (WTTC) estimates that travel and tourism accounts for 9 percent of global GDP from direct and indirect activities combined. Even when measured more conservatively, international tourism is a major source of income and cross-country linkages (UNWTO, 2014). Despite the growing significance of tourism globally, its positive impact has not yet been maximized by a number of countries in sub-Saharan Africa, and tourism product development has not yet been prioritized as a major economic booster (WTTC, 2015; 2017). According to Christie, Fernandes, Messerli and Twining-Ward (2014), most low- to middle-income sub-Saharan African countries with significant tourism potential plan to receive tourists in the absence of a comprehensive policy to guide tourism product development, despite the United Nations World Tourism Organization (United Nations World Tourism Organization [UNWTO], 2015) noting that 83 per cent of the countries concerned bank on tourism

* Corresponding author. ORCID ID: x

Peer review under responsibility of Bussecon International Academy.

© 2019 Bussecon International. Hosting by SSBFNET- Center for Strategic Studies in Business & Finance. All rights reserved.

<https://doi.org/10.20525/ijrbs.v8i6.524>

for their survival. While some countries (South Africa, Kenya, Botswana, and Tanzania) have been acknowledged as being destinations that have plans and policies, as well as detailed implementation plans (World Bank, 2017), in place, and, consequently have a vibrant tourism sector, others (Cameroon, Gambia, Madagascar, and Nigeria) merely have plans in place that provide objectives for the tourism sector (World Bank, 2017). The contributions of the tourism sector to host communities have expanded from predominantly economic considerations in previous periods to other facets of development and socio-cultural regeneration in more recent times (Fayos-Sola, Silva, & Jafari, 2012). The inflow of tourists increases consumption of local products and services, and fuels the development of supporting infrastructure, such as tourist attractions, food and beverage outlets, and accommodation and recreation facilities.

Stakeholders play key role within the destination, each of the stakeholders has his interests, wishes, expectations and favors. Ackermann and Eden (2011), said that one stakeholder's actions can generate a dynamic of responses across a range of others. Relations between stakeholders at a destination are formal and informal. Waligo, Clarke, and Hawkins (2013) explained that the inclusion of stakeholders affects development and establishment of sustainable tourism. The argument was based on 3 assumptions. First, stakeholders represent a core component of the implementation of sustainable tourism (stakeholder identification), second, stakeholder perceptions are sought to facilitate the development of effective stakeholder involvement strategies (stakeholder engagement), and third 'stakeholder involvement' can facilitate the achievement of sustainable tourism objectives (multi-stakeholder involvement). In order to compete against other's areas, members of a community may interact and engage in joint discussions to find ways to outperform others, thus simultaneously cooperating and competing (Hutter et al., 2011). Effective stakeholders' involvements are vital for a successful sustainable tourism development (Clarke, & Rebecca 2013). Empirical studies suggest that stakeholders' engagement is strengthened if they are given the opportunity to participate early in the process. Chavan and Bhola (2013) found a difference among stakeholders' opinions in the case of destination satisfaction and the importance of available tourist services and amenities in the Satara district of India. But they considered only three actors of tourism industry namely tourists, hoteliers and tour operators and ignored other major actors to establish the perception gap which limits the scope of the study. Brida and et al (2011) found that future tourism development policies were supported by residents who viewed it as a positive impact on tourism. The findings also showed that native residents generally had negative views of the impact of tourism and these groups were less willing to support the tourism industry and its policies. However, their analysis was limited to residents only and since it was a case study, it is difficult to generalize the findings. Epp (2013) found a link between stakeholder engagement on satisfaction and perceptions of Destination Management Organization (DMO) performance, but suggested further studies. Because of a small sample and a case study approach, her study was limited in its ability to produce generalize able results. Unfortunately, tourism in Kenya is spatial and only few regions receive substantial number of tourists. Kenya is predominantly a nature-based tourism destination with wildlife concentrated in southern part of the country and beaches along the Indian Ocean, and therefore they have become the hot spots that exist in Kenya. The rest of the country including the West Pokot region is less visited by tourists. West Pokot is located in the Northern part of Rift Valley province in Kenya. The West Pokot County is part of the Western Kenya Tourist Circuit that was launched in 2002 as a tourist destination. The region is endowed with rich cultural attractions, wonderful landforms, and high altitude climate suitable for sports, forests and wildlife. In spite of these attractions and its launching, visitation to the region has not improved significantly (Kiprutto *et al.*, 2007).

Statistics indicates that the coast receives 60% of all the tourists in the country while the Western Kenya Zone including West Pokot region receives a paltry 2% (GOK, 2004). The West Pokot region is endowed with diverse tourist attraction sites which include Nasolot game reserves, scenic escarpments such as Mariches escarpment, Kaisagat view point, Mtelo and Koh hills, Turkwell dam, culture and artifacts in Kapenguria museum, curio shops and a proud home of infamous "Kapenguria Six cells found in Kapenguria Museum. It was upon this background that this study aimed at establishing the role of development strategies on tourism performance in West Pokot County.

Problem Statement

Studies done in developing countries found limited public participation in tourism planning. Tosun (2006) found that there are operational, structural and cultural factors that limit the stakeholders' engagement in tourism planning in many developing countries. Marzuki et al. (2012) examined the public participation in tourism planning in Langkawi in Malaysia and found limited public participation and also limited opportunities for the public to be involved in development and tourism planning. Marzuki et al. (2012) concluded that public participation and stakeholders' engagement are problematic and face structural and operational problems. There are various barriers which lead to ineffective stakeholders' engagement. Apart from that, mistrust and misperceptions amongst stakeholders due to insufficient communication. Unclear lines of authority, confused implementation responsibilities, and lack of communication amongst stakeholders which fuels mistrust and have been identified as challenges to stakeholders' participation. Marzuki et al. (2012) found that the barriers to the participation process in Langkawi are inefficient participation techniques and processes, the community's negative attitudes, and the exclusion of some community stakeholders from the participation process. Waligo et al. (2013) identified the key factors which could enable stakeholders' engagement such as the quality of leadership, the quality and accessibility of information, and implementation priorities. This shows that none of the studies have related stakeholders participation to tourism performance and thus this study gap.

In case of West Pokot, the West Pokot County is a peripheral or distant area within Kenya. Such areas have inhibiting characteristics like unexploited tourism potential and lack of accessibility that bring about inequalities. These disparities both at the global and national level have long been the focus of academic interest (Botteril *et al.*, 2000). As a result of inadequate allocation of funds, marketing West Pokot becomes difficult. Cattle rustling remain a major security impediment to all forms of tourism in West Pokot County. This causes internal conflicts and divisions between these communities that result in insecurity that hamper tourism development. No tourist would travel to a place where personal security is at risk. This is a big setback in West Pokot County. Although cattle theft is actually occasional, and that security risks for tourists do not necessarily exist, the perceptions people have of safety and security issues in the region are negative (Kiprutto *et al.*, 2007). Various studies have addressed various variables such as an analysis of culture as a tourism commodity, effect of terrorism on the economies and challenges of stakeholders in participation and not influence of stakeholders on tourism performance therefore this study addresses the gap by promoting an understanding of the role of stakeholder's participation on tourism performance in West Pokot County.

Literature Review

Effect of Stakeholders Participation on Tourism performance

Stakeholders are also referred to as people or groups involved in activities related to tourism development, which can therefore influence or be influenced by decisions and actions related to these activities (Waligo *et al.*, 2012). Jemilo in Nare (2017) suggests that stakeholders can be analyzed using 'The Agile Stakeholder Management Framework for teams, programs and portfolios'. In this framework, stakeholders are classified into major stakeholders and minor stakeholders, also referred to as primary or secondary stakeholders by Nicolaides (2015a). Major stakeholders have a high level of ability to influence the outcome of a decision and also have an interest in the outcome while minor stakeholders have low ability to influence the decision (MgGoerge & Zon, 2013). In addition, major stakeholders are continuously engaged in the organization while minor stakeholders are engaged when deemed necessary. There is, therefore, need to monitor and meet the needs of all the stakeholders. Every group of stakeholders is considered to be a critical constituent of the tourism destination. This is primarily due to the fact that the initiatives and thoughts of stakeholders are peripheral to the strategic planning and management processes of organizations (Nicolaides, 2015).

Tourism is an open system consisting of a set of interrelated components. Its operation encompasses a wide range of activities of various players. How each of them perform in practice and how well they cooperate with each other will influence whether tourism is a facilitator or saboteur of sustainable development. In other words, each of them has their own roles and responsibilities in the quest for a sound tourism performance. Many of these players such as the government, tourism developers, non-government organizations and the local community have been investigated with regard to their functions in promoting sustainability. As a result, a number of planning and management strategies have been suggested, including, for example, involving local people in tourism planning, establishing public and private cooperation, controlling the scale and rate of development, and introducing codes of ethics and guidelines into the industry (Black & Weiler, 2005).

Tourism crosses multiple sectors and includes a diversity of stakeholders. Goeldner and Ritchie (2012) and Poudel *et al.* (2016), as well as Kokemuller (2017), argue, therefore, that the stakeholders of tourism at a destination are the drivers of tourism product development. Muchapondwa and Pimhidzai (2011), as well as George, Henthorne and Williams (2016), advance that the stakeholders concerned are those who will, probably, be the most directly/indirectly affected by the changing trends (which are brought about by both external and internal variables). The decisions that the stakeholders make thereafter greatly affect the overall tourism offerings of a destination (Zengeni & Zengeni, 2012). Thus, sustainability in tourism requires holistic planning that integrates multiple sectors and incorporates meaningful public participation in decision-making (Choi & Sirakaya, 2005). Today, many development initiatives solicit the participation of all concerned stakeholders, at the relevant level, not only for the sake of efficiency and equity of the programs, leverage of donors and demands of local communities, but also for sustainability of these initiatives (Ribot, 2004). Consequently, the real outcome for soliciting such community participation is to create and produce an enabling environment needed by these stakeholders, especially local communities who have been vulnerable to negative impacts of tourism attributed partly to the fact that many tourism resources occur in their areas, to have a real stake in development activities. This requires involving local communities in decision-making and strengthening their ability to act for themselves. One approach to achieve this is through investments in human capital, such as education and health, investments in social capital such as local-level institutions and participatory processes, and support for community-based development efforts planned and implemented from bottom up. However, given the fact that the central point underlying people's participation may be the degree of power distribution, these efforts are less likely to succeed unless responsive institutions and the legal and policy framework that facilitate and support local participation are in place (Wang & Wall, 2005).

The needs and existing abilities of local people have to be assessed to determine their level of understanding and applicable training provided with certification which will be useful for the development and management, strengthening the informal learning methods and in-place on-the-job training. For example every country needs trained personnel's to work not only in the ministry of tourism but also operation of small businesses like grocery store, souvenir stores. Community's responses to tourism are partly determined by their prior access to local resources and the level of consent in the community and the degree to which they are able to work with outside institutions such as NGOs and private sectors. Community-based activities is for the locals to have total control over the

activities taking place and what benefits it brings to them therefore a tourism development strategy should be a prime factor (Burns & Novelli, 2008). Employers like tour operators expect the guide to provide a high-quality service to maximize not only visitor satisfaction but also the company's profit margins (Weiler & Ham, 2001). Once the tour starts, tour guides become representatives of their employers. Their performance influences not only current visitors' travel experiences but also potential visitors' intention to purchase the company's products because of the word-of-mouth effect. In this respect, guides have a marketing role (Hounnaklang, 2004). Many sites, corporations or organizations utilize tour guides specifically to present a particular message or image to visitors; government authorities in some parts of the world control tour guides' narratives for the purpose of projecting a political philosophy; local residents may also view them as ambassadors for the place in which they live. In these cases, tour guides act as public relations representatives (Hounnaklang, 2004). The hotel industry is noted for being labor intensive and therefore there is the need to formalise their training programs. This could help them improve the knowledge and skills of their employees in order to maintain customer satisfaction. In the hotel context, training can be grouped into general training and job-related training. General training includes: language training, telephone etiquette, health and safety and guest service and grooming (Lashley, Connolly, & McGing, 2007).

This paper was guided by integrated model of destination competitiveness of theory which explained why tourists preferred some tourist sites to others.

Integrated Model of Destination Competitiveness

Integrated model of destination competitiveness was developed by Dwyer and Kim in 2003. The development of a competitiveness model for West Pokot County would assist tourism stakeholders in their long term marketing strategies, which would ensure that the county is a preferred destination in Kenya and worldwide. Visitor attractions are a vital component of developing destinations, which is a major component that attracts tourists. In Dwyer and Kim's integrative model (2003), comparative advantage refers to a destination's natural endowment in factors of production, the resources that make the destination attractive. The model also demonstrates best practice on a global platform in the international market. The use of a competitiveness model will assist with long-term marketing strategies; increase tourist volumes in West Pokot County, increase spending power, which would create economic prosperity, job creation, to ensure that all tourism resources are adequately marketed and to create destination appeal by providing unique memorable destination experiences. Goeldner *et al.* (2000) advance that attractions are the reason why people travel thereby making it the single, most significant component of the tourism system and without attractions drawing people to destinations, there would be little need for tourism services such as transportation, lodging, food and others. The key observation made by Goeldner *et al.* (2000), in respect of attractions is that it draws the smallest portion of the tourist expenditure with the majority of the disbursements going to air transportation, accommodation and food. To become competitive within the attraction sector there is a need to have a combination of attractions, like sightseeing, shopping, entertainment, gaming, culture and recreation and this play an important role in determining the competitiveness of a destination (Goeldner, Ritchie & McIntosh, 2000). Inherited, created and supporting resources encompass the various characteristics of a destination that make it attractive to visit West Pokot County. Destination management covers factors that enhance the attractiveness of the inherited and created resources, strengthen the quality of the supporting factors and those which best adapt to the situational conditions. Therefore, this model explained why tourism stakeholders should manage effectively the tourism attraction sites in West Pokot County.

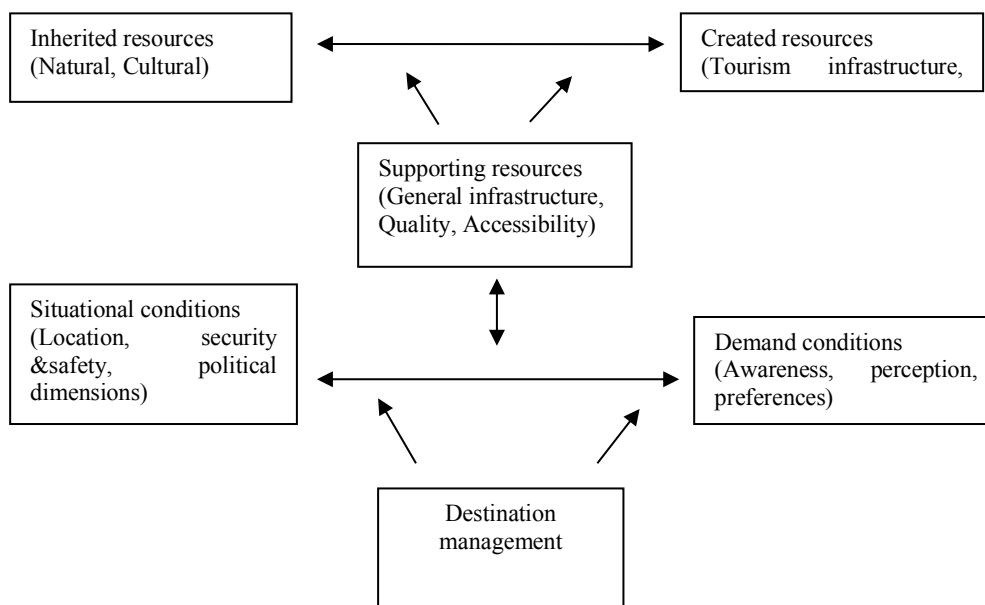


Figure 1: Integrated model of destination competitiveness

Source: (Goeldner, Ritchie & McIntosh, 2000).

Research and Methodology

Research design and model

This study used descriptive survey design to establish the influence of government policies on tourism performance in West Pokot County. Descriptive study seeks to obtain information that describes phenomena by asking individuals about their perception, attitudes, behavior or values, (Mugenda & Mugenda, 2003). The population for the study included the three-star hotels, tour firms and from Ministry of tourism West Pokot County government. The study picked this population because they are the main stakeholders in the tourism industry. Basing on Gay's idea the researcher therefore considered a sample size of 20 employees to be representative of the hotel category. A total of 41 respondents were targeted by the study constituting of 20 hotel employees, 16 employees from the ministry of tourism and 5 tour firms managers.

Questionnaires and interview schedules were utilized in data collection. Cronbach's Alpha was used to test reliability of the proposed constructs in this study, Stakeholders' Participation had a coefficient of 0.816. Both qualitative and quantitative data analysis technique were used to analyze the data. Quantitative data collected was analyzed, presented and interpreted using both descriptive statistics while content analysis techniques was used to analyze qualitative data collected using interview schedules. Descriptive statistics such as means, standard deviation, frequencies and percentages were used to describe the data. The analyzed data was presented in form of tables, pie charts and bar graphs. Linear regression analysis was computed to establish the relationship between variables. Findings were presented using tables and figures.

Findings

Awareness of local tourist attractions

Respondents were asked to indicate whether the community members were aware of the local tourist attractions. The findings were as presented in figures.

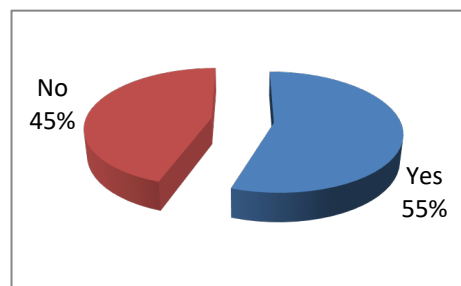


Figure 2: Awareness of local tourist

Whereas 55% of the respondents indicated that community members were aware of the local tourist attractions, 45% of the respondents indicated that community members were not aware of the local tourist attractions. From the findings it can be concluded that lack of awareness among the local community members affects the local tourism.

Publicizing the local tourist sites

The respondents were asked to indicate whether the local community members participate in publicizing the local tourist sites. The findings were as presented in figure 3.

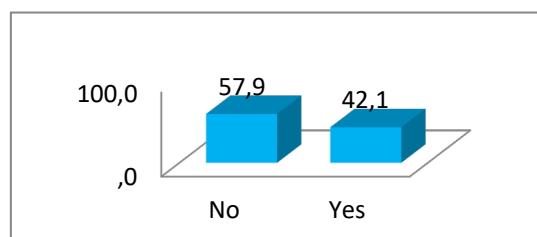


Figure 3: Publicizing the local tourist sites

This analysis indicates that majority (57.9%) of respondents indicated that the local community members do not participate in publicizing the local tourist site, 42.1 % of the respondents indicated that the local community members participate in publicizing the local tourist sites. From the findings of the study it can be concluded that low tourism performance can be attributed to the fact that the local community members do not participate in publicizing the local tourist site.

Coordination

The respondents were asked to state whether there was coordination between Kenya Tourist Board, hotel and tour operators in marketing the region. The findings were as presented in figure 4.

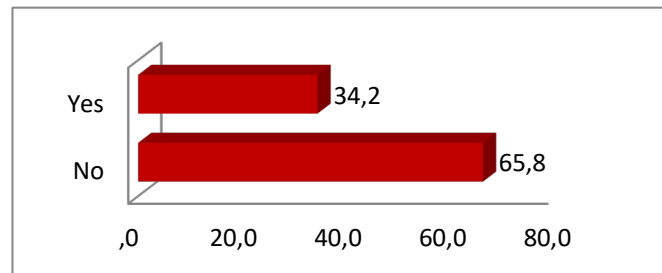


Figure 4: Coordination

The study revealed that majority (65.8%) of the respondents indicated that was no coordination between Kenya Tourist Board, hotel and tour operators in marketing the region; whereas 34.2% of the respondents agreed that there was coordination between Kenya Tourist Board, hotel and tour operators in marketing the region. From the findings of the study it can be concluded that coordination among different stakeholders is paramount in the performance of tourism since poor coordination equates to poor performance in the tourism industry.

Influence of stakeholders participation on tourism performance

Respondents were asked to state to what extent they agree that stakeholders' participation influences tourism performance. This was on a scale of 1-5, 'no extent at all' (1); 'small extent' (2); 'neutral' (3); 'large extent' (4); 'very large extent' (5). The findings were as presented in table 1.

Table 1: Influence of stakeholders' participation on tourism performance

	No extent at all (%)	Small extent (%)	Neutral (%)	Large extent (%)	Very Large extent (%)	Mean	Std. Dev
Sustainability in tourism requires holistic planning that integrates multiple sectors and incorporates meaningful public participation in decision-making.	0	7.9	10.5	23.7	57.9	3.39	1.001
All the stakeholders should be involved in providing security since cattle rustling remains a major impediment to all forms of tourism in West Pokot.	10.5	39.5	0	50	0	3.29	.654
Community- based activities is for the locals to have total control over the activities taking place and access to benefits tourism.	0	0	0	0	100	0	0

Whereas 55% of the respondents indicated that community members were aware of the local tourist attractions, 45% of the respondents indicated that community members were not aware of the local tourist attractions. From the findings it can be concluded that lack of awareness among the local community members affects the local tourism. Moscardo (2011) argues that this theory could be used more broadly to integrate destination, residents, tourists and those who develop and plan for tourism. She identifies three key areas of intersection; first intersection is between planners/marketers and tourists; the second is between tourists and communities with a focus on destination and host; and the third intersection is between communities and planners. Morgan *et al.* (2003) pointed out that a destinations' capability of maintaining a competitive advantage relies on its ability to deliver a quality visitor experience, which depends on stakeholders, partners, and the distribution network.

This is supported by Moscardo, (2011) who argues that communities are vital to a destination and their involvement in tourism development essential. However, it is recognized that communities may have limited understanding of tourism and this literature review cites social representations theory as an example to analyze community attitudes to tourism development. In understanding

tourism development processes, especially in regional destinations, it could be argued that such a framework would be useful if incorporated (Moscardo, 2011)

Given the high level of competition in the tourism industry, De Carlo *et al.* (2008) emphasized the need for stakeholder collaboration to increase the attractiveness of the destination and enhance its ability to attract visitors. This analysis indicates that majority (57.9%) of respondents indicated that the local community members do not participate in publicizing the local tourist site, 42.1 % of the respondents indicated that the local community members participate in publicizing the local tourist sites. From the findings of the study it can be concluded that low tourism performance can be attributed to the fact that the local community members do not participate in publicizing the local tourist site. The study revealed that majority (65.8%) of the respondents indicated that there was no coordination between Kenya Tourist Board, hotel and tour operators in marketing the region; whereas 34.2% of the respondents agreed that there was coordination between Kenya Tourist Board, hotel and tour operators in marketing the region. From the findings of the study it can be concluded that coordination among different stakeholders is paramount in the performance of tourism since poor coordination equates to poor performance in the tourism industry.

The findings of the study reveal that 57.9% of the respondents indicated that sustainability in tourism requires holistic planning that integrates multiple sectors and incorporates meaningful public participation in decision making to a very large extent. However, 7.9% of the respondents indicated that sustainability in tourism requires holistic planning that integrates multiple sectors and incorporates meaningful public participation in decision making to a small extent. The findings showed a mean score of 3.39 implying that on average the respondents agreed to a very large extent that sustainability in tourism requires holistic planning that integrates multiple sectors and incorporates meaningful public participation in decision making. There were no variations in responses (standard deviation ≤ 1). From the findings it can be interpreted that sustainability increases the performance of tourism.

This analysis indicates that most (50%) of the respondents agreed to a large extent that all stakeholders should be involved in providing security since cattle rustling remains a major impediment to all forms of tourism in West Pokot County. Whereas 10.5% of the respondents indicated that all stakeholders should be involved in providing security since cattle rustling remains a major impediment to all forms of tourism in West Pokot County to no extent at all. The findings also show a mean score of 3.29 to mean that the respondents generally agreed that to a large extent that all stakeholders should be involved in providing security since cattle rustling remains a major impediment to all forms of tourism in West Pokot County. There were no variations in responses (standard deviation ≤ 1). From the findings of the study it can be concluded that security affects tourist attraction sites hence poor attendance leading to poor performance in the tourism industry.

The findings of the study revealed that all (100%) of the respondents indicated that that community based activities is for the locals to have total control over the activities taking place and access to benefits of tourism. From this analysis it can be interpreted that access to tourism benefits by the local community improves the performance of tourism.

The findings of the study indicate that majority (76%) of the respondents agreed that political stability directly influences tourist decision making, while 24% of the respondents disagreed that political stability directly influences tourist decision making. From the findings it can be said that political stability is integral in the tourism industry. Ruhanen, Scott, Ritchie & Tkaczynski, (2010) support that destination's political environment includes ruling and opposition politicians, government funding agencies and other departments, bureaucratic cultures, competing entrepreneurs and special interest groups, the media, and the host community. Thus, destination governance lies at this intersection of public and private sector and community (Ruhanen, Scott, Ritchie & Tkaczynski, 2010). Majority (55.3%) of the respondents indicated that tourist may substitute between vacation spots if they feel threatened or unsafe in a country without political stability to a large extent. Whereas, 13.2% of the respondents agreed that tourist may substitute between vacation spots if they feel threatened or unsafe in a country without political stability to a small extent. The mean score of 3.84 showed generally, the respondents agreed that tourist may substitute between vacation spots if they feel threatened or unsafe in a country without political stability to a large extent. There were no variations in responses (standard deviation ≤ 1). From the findings it can be concluded that security of country contributes towards better performance in the tourism industry. Like political instability and terrorism, corruption can adversely affect a country's tourism industry as revealed by the tourism literature (Das & Dirienzo, 2010; Lau & Hazari, 2011). Das and Dirienzo (2010) argued that if a country practices bribery and fraudulent business practice, this can deteriorate its social and cultural image and impede its tourism competitiveness. Moreover, political inconsistency arising from the constant change of governments could raise the cost of doing business in corrupted countries and generate barriers for investments in tourism

One of the recent incidents is the ousting of Egypt's former regime in 2011 where the incident witnessed days of blood demonstrations and chaos (Lagi, Bertrand, & Bar-Yam, 2011). Even though the country's political revolution is currently over, Euromonitor (2011) projected that its tourist arrival number is predicted to decline by 2% in 2012 as potential tourists are still wary of traveling to Egypt. The findings of the study revealed that most (42.1%) of the respondents agreed that terrorism can also affect the amount of foreign investment that flows into tourism sector to a large extent. Only 26.3% of the respondents indicated that terrorism can also affect the amount of foreign investment that flows into tourism sector to a small extent. The mean score of 3.79 implied that the respondents agreed to a large extent that terrorism can also affect the amount of foreign investment that flows into tourism sector. There were no variations in responses (standard deviation ≤ 1). From the findings it can be said that terrorism affects tourism performance negatively so it should be avoided at all cost. This is supported by Llorca-Vivero (2008), using cross-sectional gravity equation for tourism over

the period 2001–2003, showed that domestic incidents and international events affect tourist inflows negatively. The impact of a domestic event is less when compared with an international event. They also found that cost of terrorist attacks in developing countries in terms of tourist flows is more severe than developed countries. Fleischer and Buccola (2002), using the market demand-supply model, in case of Israel, found that two standard deviation or four unit increase in the terrorist index causes a decline of the visitors' demand for bed by 49,600 bed nights per month which is almost 7.5% from the sample mean. Among the studies that had investigated the impact of terrorism/political violence on the tourism industry of the Middle-East region, Kalesar (2010) noted the emergence of new tourism markets in the Middle East post 9/11 terrorist attacks in the United States. The coordinated attacks at the World Trade Centre have had dramatic consequences for the global tourism market and were seen by many as a significant setback in the history of tourism industry. However, according to Kalesar (2010), the tourism sector in the Middle East countries did not suffer as expected considering the causes and scope of the crisis. In fact, the intra-regional tourism boomed in the post-2001 like never before, as many people from countries of the Middle-East changed their traditional travel behaviors for fear of backlashes and Islamophobia and preferred to stay within the region for vacations. This particular segment of the tourism market has been defined as 'Islamic Tourism', 'Arab Tourism' or the 'Arab Middle East Tourism Paradox' in the existing literature on tourism.

This analysis indicates that majority (47.4%) of the respondents indicated that losses in tourism revenue may have a larger impact in countries in which tourism constitutes a larger percentage of GDP to a very large extent. However, 18.4% of the respondents agreed that losses in tourism revenue may have a larger impact in countries in which tourism constitutes a larger percentage of GDP to a small extent. The findings also showed a high mean score of 4.11 implying that the respondents agreed that to a very large extent that losses in tourism revenue may have a larger impact in countries in which tourism constitutes a larger percentage of GDP. There were no variations in responses (standard deviation ≤ 1). From the findings of the study, it can be interpreted that tourism performance is very important in the development of a country.

Based on the findings of the study, majority (63%) of the respondents indicated that the tourism industry has not created employment in West Pokot County, while 37% of the respondents were of the opinion that the tourism industry has created employment in West Pokot County. These findings were contradicted by Burns & Novelli (2008) that policy makers need to consider the underprivileged as this is a key variable for maximizing local economic development and poverty reduction and also empowering the women to participate in various tourism activities. Tourism potentials contribute a great deal to development because tourism is a labor intensive industry that is able to alleviate poverty and contribute to development at local levels. Many jobs in tourism sectors are unskilled therefore providing opportunities for women and other marginalized groups. From the findings of the study it can be concluded that the tourism industry plays an important role in the creation of employment.

The findings of the study showed that majority (55.3%) of the respondents disagreed that tourism industry in West Pokot has contributed to change in foreign direct investment while, 44.7% of the respondents agreed that tourism industry in West Pokot has contributed to change in foreign direct investment. From the findings it can be concluded that tourism sector contributes to the economic growth of a country. These findings support what Hritz and Ross (2010) found out in their study of urban residents. By creating direct, indirect and induced employment opportunities, sports tourism creates increased earnings hence contributing to reduction of poverty levels and hunger among these marginalized communities. In addition, the prizes won by the athletes and teams contribute to increased earnings, and as a result introduction of sports tourism will broaden the economic base for these communities who have for a long time relied on pastoralism and subsistence agriculture. Sports tourism therefore aid in diversification of their livelihoods particularly of communities living in peripheral areas. In terms of stimulating investment opportunities, sports tourism was credited by majority of the respondents. This related to the opening up of the region to investors. Various local and foreign investors have made business explorations in the area since the commencement of the Tegla Loroupe peace races. This is further supported by the fact that many countries have experienced growth in their service sectors even when the more traditional agricultural and manufacturing sectors have been subject to stagnation or decline (Cooper *et al.*, 2008).

On moderating role of political instability, the results however show that the introduction of political stability all the test became statistically significant. The test results 66.2% variation took place in the four variables and 72.6% moderating, political stability, this shows that there is 11.4% change in Tourism Performance and also the p-values are greater 0.05 with a p-value of 0.000 which is less than 0.05. The findings may be interpreted that the moderating effect of political stability has moderating effect on the independent variables but the influence is low.

Effect of Stakeholders' participation on tourism performance in West Pokot County

The objective of the study was to determine the effect of stakeholders' participation on tourism performance in West Pokot County. Following this objective the following hypothesis was formed for testing.

HO₁: There is no Significant Relationship between Stakeholders' Participation and Tourism Performance in West Pokot County.

To test the hypothesis, linear regression analysis was done whereby tourism performance was regressed on stakeholder participation. The results obtained are as shown in Table 4.20, 4.21, 4.22.

Table 2: Regression of stakeholder involvement and tourism performance

Model	R	R Square	Adjusted Square	RStd. Error of Estimate	R Change	SquareF Change	df1	df2	Sig. Change	F
1	.673 ^a	.452	.444	.1007759	.452	56.996	1	37	.000	

a. Predictors: (Constant), Stakeholder Involvement

b. Dependent Variable: Tourism Performance

The study findings in table 2 above show that the value of R Square (R^2) was 0.444 meaning that Stakeholder participation predicted 44.4% of tourism performance in West Pokot County. This findings indicate that other variables other than stakeholder participation affect 57% of changes in tourism performance in West Pokot County.

The study obtained an Analysis of Variance (ANOVA) and the results were captured in Table 3 below.

Table 3: ANOVA for stakeholder involvement and tourism performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	.579	1	.579	56.996	.000 ^b
1	Residual	.701	37	.010		
	Total	1.280	38			

a. Predictors: (Constant), Stakeholder Involvement

b. Dependent Variable: Tourism Performance

The results in Table 3 showed that the calculated F-statistic was F (1,37) and the F statistic for the model was 56.996 meaning that the model was fit in predicting tourism performance in West Pokot county. The basis of either rejecting or accepting the null hypothesis was determined by whether the P value was greater or less than 0.05. If the P value >0.05, the null hypothesis was not rejected and if the p-value <0.05 then the null hypothesis was rejected. similarly, p-value for the regression model was hypothesis was 0.000, which was <0.05 and therefore the null hypotheses was rejected, which confirms that stakeholder's involvement is significant in predicting performance of tourism performance in West Pokot County hence the null hypothesis was rejected.

The study further sought to determine the coefficients of the independent variable and the results shown in Table 4 were obtained.

Table 4: Coefficients for Stakeholder Involvement and Tourism Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.366	.055		6.641	.000
1	Stakeholder Involvement	.569	.075	.673	7.550	.000

a. Dependent Variable: Tourism Performance

The results in Table 4 imply that the constant had a coefficient of 0.366 while stakeholder participation had a coefficient 0.569. The results indicate that tourism performance in West Pokot county would be 0.366 in the absence of stake holder participation. Further a unit increase in stakeholder participation would result in an increase in tourism performance of West Pokot county by 0.569 if all other variables are held constant.

Conclusions

From the findings it can be concluded that stakeholder participation play major role in tourism performance, the local communities should be fully involved in tourism activities as this will improve tourism performance in West Pokot County lack of awareness among local community members affects the tourism. The analysis also indicated that most (50%) of the respondents agreed that to

a large extend all stakeholders should be involved in providing security since cattle rustling remains a major impediment to all forms of tourism in West Pokot County, therefore local community should be involved in providing security.

The study finally recommends that all the stakeholders should coordinate their efforts in order to have a greater impact in the performance of tourism. Furthermore, there is a need for more strategies to be formulated that can encourage more participation and involvement such as domestic tourism and community based tourism. There is equally a need to create opportunities and projects that are aimed at encouraging community members to be more involved either through travelling or entrepreneurship. Giving local communities the opportunity to participate and be involved in the tourism development process can increase their morale.

References

- Ackermann, F., & Eden, C. (2011). *Strategic management of stakeholders: Theory and practice*. *Long Range Planning*, 44(3), 179–196.
- Black, R., & Weiler, B. (2005) *Quality assurance and regulatory mechanisms in the tour guiding industry: A systematic Review*. *The Journal of Tourism Studies*, 16 (1), 24-37.
- Brida, J. G., Disegna, M. and Osti, L. (2011). *Residents' perceptions of tourism impacts and attitudes toward tourism policies in a small mountain community*. Competence Centre in Tourism Management and Tourism Economics (TOMTE).
- Burns, P. & Novelli, M. (2008). *Tourism development growth, myth and inequalities*. UK. London.
- Cooper, C., Fletcher, J. Fyall Eds. (2008). *Tourism: Principles and practice 4th Edition*. Longman. Singapore.
- Das, J., & Dirienzo, C. (2010). *Tourism competitiveness and corruption: A cross-country analysis*. *Tourism Economics*, 16(3), 477–492.
- De Carlo, M., Cugini, A., & Zerbini, F. (2008). *Assessment of destination performance: a strategy map approach*. *Tourism Review of AIEST–International Association of Scientific Experts in Tourism*, 63(2), 25-37. doi: <http://dx.doi.org/10.1108/16605370810883923>
- eMarketer, (2010) Healthy Growth of Ecommerce sales in 2010, www.emarketer.com
- Euromonitor International. (2011). *Tourism Flows Domestic in Kenya*. Retrieved from <http://www.euromonitor.com/tourism-flows-domestic-in-Kenya/report>. Accessed on 17.02.2015
- Fayos-Sola, E., Silva, J. o. A. M. d., & Jafari, J. (2012). *Knowledge management in tourism: policy and governance applications* (Vol. 4). Bingley, United Kingdom: Emerald.
- Fleischer, A. and Buccola, S. (2002) *War, terror, and the tourism market in Israel*. *Applied Economics*, Vol. 34, pp.1335–1343.
- Fu, J.W.; Zhao, H. (2006). *Summary on stakeholder theory*. *J. Cap. Univ. Econ. Bus.* 2006, 8, 16–21.
- George, B.P., Henthorne, T.L. & Williams, A.J. (2016). *Attraction Diversity Index: The Concept, Measure, and Its Relation with Tourism Destination Competitiveness*, *Revista Turismo: Estudos e práticas*, 5(2), 9–29.
- Hritz, N. and Ross, C. (2010). *The perceived Impacts of Sport Tourism. An Urban Host Community Perspective*. *Journal of Management*, 2010, 24, 119-138.
- Hutter, K., Hautz, J., Füller, J., Mueller, J., & Matzler, K. (2011). *Communitition: The tension between competition and collaboration in community-based design contests*. *Creativity & Innovation Management*, 20(1), 3–21. doi:10.1111/j.1467-8691.2011.00589.x
- Kokemuller, N. (2017). *Importance of stakeholder analysis in management plans*. Available at <http://www.smallbusiness,chron.com/importance-stakeholder-analysis-managementplans-61850.html>, [Accessed on 4 February 2018].
- Lagi, M., Bertrand, K. Z., & Bar-Yam, Y. (2011). *The food crises and political instability in North Africa and the Middle East*. Retrieved from <http://ssrn.com/abstract=1910031>
- Lau, T. S. C., & Hazari, B. R. (2011). *Corruption and tourism*. In B. R. Hazari & R. Hoshmand (Eds.), *Trade and welfare: Theoretical and empirical issues* (pp. 159–170). New York: Nova.
- Llorca-Vivero, R. (2008). *Terrorism and international tourism: new evidence*. *Defense and Peace Economics*, Vol. 19, pp.169–188.
- Marzuki, A., Hay, I. & James, J. (2012). *Public participation shortcomings in tourism planning: the case of the Langkawi Island, Malaysia*. *Journal of Sustainable Tourism*, 20 (4), pp. 585–602.
- McGeorge, D. & Zon, P. (2013). *Construction Management: New Directions*, 3rd Ed, Oxford: John Wiley and Sons, Blackwell Publishing.
- Miethell, A.; Wood, D. (1997). *Toward a theory of stakeholder identification and salience: Defining the principle of whom and what really counts*. *Acad. Manag. Rev.* 1997, 22, 853–886.
- Muchapondwa, E. & Pimhidzai, O. (2011). *Modelling International Tourism Demand for Zimbabwe*. *International Journal of Business and Social Science*, 2(2), 71–80.
- Nicolaides, A. (2015). *Tourism Stakeholder Theory in practice: instrumental business grounds, fundamental normative demands or a descriptive application?* *African Journal of Hospitality, Tourism and Leisure*, 4 (2), July- November.
- Poudel, S., Nyaupane, G.P. & Budruk, M. (2016). *Stakeholders' Perceptions of Sustainable Tourism Development: A New Approach to Measuring Outcomes*. *Journal of Travel Research*, 55(4), 465–480.

- Ruhanen, L., Scott, N., Ritchie, B., & Tkacynski, A. (2010). *Governance: A review and synthesis of the literature*. *Tourism Review*, 65(4): 4-16.
- Tosun, C. (2006). *Expected nature of community participation in tourism development*. *Tourism Management*, 27, pp. 493-504.
- United Nations World Tourism Organisation (UNWTO). (2012). *Annual Report 2011* Madrid: UNWTO.
- United Nations World Tourism Organisation (UNWTO). (2015). *Tourism development in Africa: A tool for development. Affiliate members general report* Madrid: UNWTO.
- United Nations World Tourism Organization (UNWTO), 2014
- Waligo, V.M., Clarke, J., & Hawkins, R. (2013). *Implementing sustainable tourism: A multi stakeholder involvement management framework*. *Tourism Management*, 36, 342–353.
- Wang, D. and Fesenmaier, D. R. (2013). *Transforming the travel experience: the use of smartphones for travel*. In: Cantoni, L. and Xiang, Z. eds. *Information and Communication Technologies in Tourism 2013*. Austria, New York: Springer Verlag Wien, pp.58-69.
- World Bank. (2017). *Overview of Malaysia* Available at <http://www.worldbank.org/en/country/malaysia/overview>, [Accessed on 15 May 2019].
- World Travel and Tourism Council (WTTC). (2015). *Governing National Tourism Policy* London: WTTC.
- World Travel and Tourism Council (WTTC). (2017). *Economic Impact 2017 Zimbabwe* London: WTTC.
- Zengeni, N. & Zengeni, D.M.F. (2012). *Visa regime policy and tourism recovery and development in Zimbabwe*. *International Journal of Development and Sustainability*, 1(3), 1008–1025.